

# **Strategic Plan FY 2012 – FY 2016**

## **Division of Administration**

### **Office of General Services – Administrative Services**

#### **Office of State Printing Office of State Mail**

**Contacts:            Bennie Tilbury  
                             Steve Bice**

# **Administrative Services**

## **Vision**

Administrative Services' (the Office of State Printing and the Office of State Mail Operations) will be the printing and mail service provider of choice for state, local and federal government customers by offering sound advice, quick and accurate service, high quality product and unbeatable customer service.

## **Mission**

Administrative Services' (the Office of State Printing and the Office of State Mail Operations) mission is to provide State agencies with:

- Design and printing services
- Forms warehousing, distribution, and inventory control services
- Mailing and shipping services

## **Philosophy**

Administrative Services' (the Office of State Printing and the Office of State Mail Operations) is here to provide helpful and informative industry expertise to make printing and mailing easy, effective and cost efficient for our customers. It is our duty to provide service and cost that surpasses other printing alternatives in order to truly be a cost cutting and productive solution.

## **Program Activities**

- To provide quality services at a cost equal to or less than commercial vendors by utilizing resources within State government as well as the private sector;
- Provide a cost cutting alternative to "in house" printing, copying, binding and mailing facilities. Pursue opportunities to increase our business and customer base when in house facilities are closed.
- To provide the most economical procurement and production of services;
- To provide State agencies with a seamless "print to mail" service by utilizing resources within our section as well as private industry;
- To provide mailing related services to State agencies that substantially reduce their postage costs;
- To provide services including: forms design, forms analysis, procurement, warehousing/distribution/inventory control, and obsolescence destruction;
- To provide on demand shipping services for State agencies on a bill as shipped basis.

**Goal: 1** To provide the most economical procurement and production of printing services.

**Objective: 1:1** To complete 90% of customer orders by the requested due date.

**Strategy 1:1:1** To continually review product mix and customer requirements and upgrade equipment/service to meet the needs of the agencies.

**Principal Clients:** State agencies that require printing, warehousing and distribution of printed materials. Examples: DHH, LSU Charity Hospitals, DSS, CRT and DOA.

**External Factors:** Software failure.  
Operational funding for the agency.  
Lack of funding for equipment replacement and upgrades.

**Duplication of Effort:** Administrative Services (Printing & Forms Management) was created under Act 32, RS 49-205, LRS 39-3 to provide a secure source of printed materials (such as the legislative budget documents) and a warehousing/distribution system to be used throughout state government. Many agencies, over the years, have established an internal print shop to supply materials exclusively for their operation. Administrative Services will make every effort to continue to identify agencies that utilize internal printing/warehousing to insure our agency is given the opportunity to provide these services. Consolidation of internal print shops and / or warehousing will eliminate the duplication of effort that now exists.

**Goal 1**      **Objective 1**      **Performance Indicators**

Objective	Input	Output	Outcome
To complete 90% of customer Orders by the requested due date.	Number of customer's orders received.	Number of customer's orders received and completed by the requested date.	Percentage of customer's orders completed by the requested date.

## Action Plan for Office of State Printing & Forms Management

**Program:** State Printing

**GOAL 1** To provide the most economical procurement and production of printing services.

**Objective 1:1** To complete 90% of customer orders by the requested due date.

**Strategy 1:1:1** To continually review product mix and customer requirements and upgrade equipment and service to meet the needs of the agency customers.

Person Responsible for Strategy: Bennie Tilbury

Strategy Timeframe: FY 12 -16

Strategy Cost:

Action Plan Steps	Person(s) Responsible	Time Frame	Resources Needed
1. Monitor the product mix and output to determine if additional equipment or changes are required.	Bennie Tilbury & Diane McMahon	FY 12 – FY 16	Reports generated by the Hagen job management software program.
2. Refine the copy concept established in prior strategic plan to insure customer requirements are being met.	Bennie Tilbury	FY 12 – FY 16	Equipment/workflow study provided by vendors.
3. Review, upgrade, and / or replace equipment as required to meet goals and objectives.	Bennie Tilbury & Diane McMahon	FY 12 – FY 16	Internal needs study and computer equipment / software upgrades.

**TRACKING FORM:** Action Plan for Office of State Printing & Forms Management

**Program:** State Printing

**GOAL 1** To provide the most economical procurement and production of printing services.

**Objective 1:1** To complete 90% of customer orders by the requested due date.

**Strategy 1:1:1** To review product mix and customer requirements and to upgrade equipment and services to meet agency needs.

Person Responsible for Strategy: Bennie Tilbury

Timeframe: FY 12–FY 16

Action Plan Steps	Status	Comments
1. Review production capabilities to determine match with customer needs.		
2. Monitor the efficiency of the copy center program established at three sites.		
3. Review and replace obsolete equipment with new or improved technology.		
4. Conduct monthly reviews of internal reports to insure performance goal is being met		
5. Survey private sector costs to insure best possible prices.		

STATUS Codes: **OS-** On Schedule **AOS-**Ahead of Schedule **DL-**Delayed **CAN-**Cancelled **PS-**In Planning Stage

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** State Printing

**Objective: 1:1** To complete 90% of customer orders by the requested due date.

**Indicator: Input** – Prior Year actual of total number of impressions.

1. What is the type of the indicator? Input
2. What is the rationale for the indicator? We strive to be able to complete customer's orders by their requested due date. At time the requested due date may not allow enough time to complete the order but we complete the order and deliver as quickly as possible. We are meeting the needs of our agency customers if we are delivering orders by the time they are needed.
3. What is the source of the indicator? How reliable is the source? Excel spreadsheet that is used to record jobs that have billed for the current month. Each job is entered by order number and includes the requested due date and the delivery date. A total is calculated showing the percentage of orders delivered by the requested due date. The source is very reliable.
4. What is the frequency and timing of collection or reporting? Information can be gathered and reviewed by job on a daily basis if necessary but will be tracked at the end of each operating month
5. How is the indicator calculated? Is this a standard calculation? The number of jobs delivered by requested due date is calculated each day and compared to the total number of jobs delivered for the month.
6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them. No unclear terms.
7. Is the indicator an aggregate or disaggregate figure? Aggregate
8. Who is responsible for data collection, analysis, and quality? Assistant Director and Printing Superintendent.
9. Does the indicator have limitations or weaknesses if so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda? Weakness or limitation is the accuracy of reports affected by input error.
10. How will the indicator be used in management decision making and other agency processes? This indicator will provide a good measurement of whether State Printing is completing orders when our agency customers need them. If the indicator is not being met then procedures will be adjusted until the indicator is met.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** State Printing

**Objective: 1:1** To complete 90% of customer orders by the requested due date.

**Indicator: Output** – Percentage of jobs completed by requested due date.

1. What is the type of the indicator? Output
2. What is the rationale for the indicator? We strive to be able to complete customer's orders by their requested due date. At time the requested due date may not allow enough time to complete the order but we complete the order and deliver as quickly as possible. We are meeting the needs of our agency customers if we are delivering orders by the time they are needed.
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## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** State Printing

**Objective: 1:1** To complete 90% of customer orders by the requested due date.

**Indicator: Outcome** – Percentage of jobs completed by requested due date.

1. What is the type of the indicator? Outcome
2. What is the rationale for the indicator? We strive to be able to complete customer's orders by their requested due date. At time the requested due date may not allow enough time to complete the order but we complete the order and deliver as quickly as possible. We are meeting the needs of our agency customers if we are delivering orders by the time they are needed.
3. What is the source of the indicator? How reliable is the source? Excel spreadsheet that is used to record jobs that have billed for the current month. Each job is entered by order number and includes the requested due date and the delivery date. A total is calculated showing the percentage of orders delivered by the requested due date. The source is very reliable.
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5. How is the indicator calculated? Is this a standard calculation? The number of jobs delivered by requested due date is calculated each day and compared to the total number of jobs delivered for the month.
6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them. No unclear terms.
7. Is the indicator an aggregate or disaggregate figure? Aggregate
8. Who is responsible for data collection, analysis, and quality? Assistant Director and Printing Superintendent.
9. Does the indicator have limitations or weaknesses if so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda? Weakness or limitation is the accuracy of reports affected by input error.
10. How will the indicator be used in management decision making and other agency processes? This indicator will provide a good measurement of whether State Printing is completing orders when our agency customers need them. If the indicator is not being met then procedures will be adjusted until the indicator is met.



- **GOAL: 2.0** To provide quality, cost effective messenger, mail processing, and presorting services utilizing resources within state government as well as the private sector.

**Objective: 2:1** To maintain the barcode reject rate in Presorted First Class mail at 9.0% through June 30, 2016.

**Strategy 2:1:1** To utilize improved equipment and technologies to maintain the address quality of declining volumes of mail submitted for barcoding services.

**Principal Clients:** State agencies that subscribe to State Mail's service offerings.

**External Factors:**

1. Equipment or software improvements or failures.
2. Lack of funding for barcode contract.
3. Continuation of the trend for agencies to utilize the Internet to provide information and services to their customers. This trend not only reduces the number of mail pieces submitted for barcoding, but could result in a reduction in the overall address quality of the remaining volume of mail submitted for service.
4. USPS mandated changes to automation requirements.
5. Continuing trend for turnover in key mid-level OSMO management positions resulting in a loss of leadership with in-depth knowledge of the shipping/mailing industry's history, trends, and rate structures.

**Duplication of Effort:** OSMO was created by R.S. 39:10.2 which allowed the Division of Administration to "establish a uniform consolidated mailroom operation for all state agencies messenger, mail processing and presorting services." Accordingly, OSMO is statutorily mandated to provide barcoding services.

**Goal 2****Objective 1****Performance Indicators**

<b>Objective</b>	<b>Input</b>	<b>Output</b>	<b>Efficiency</b>
Presorted First Class barcode reject rate maintained at 9.0%.	Total # of presorted First Class mail pieces that are barcoded.	Total # of pieces of barcoded, presorted First Class mail that reject.	% reject rate.

State Outcome Goals Link: Transparent, Accountable, and Effective Government

Children's Budget: Not Applicable

Human Resource Policies Beneficial to Women and Families Link: Leave for Maternity, FLMA Act, Sexual Harrassment in Workplace, Attendance/Leave/Workhours, Workplace Violence

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): Not Applicable

## Action Plan for Office of Office of State Mail Operations

Program: Office of State Mail Operations

**GOAL 2:** To utilize resources within state government as well as the private sector to provide quality, cost effective messenger, mail processing and presorting services.

**Objective 2:1** To maintain the barcode reject rate in presorted First Class mail at 9% through June 30, 2016.

**Strategy 2:1:1** To utilize improving equipment and technologies to maintain the address quality of declining volumes of mail submitted for barcoding services.

Person Responsible for Strategy: Steve Bice      Strategy Timeframe: FY 12 - 16      Cost:

Action Plan Steps	Person(s) Responsible	Time Frame	Resources Needed
1. Monitor reject rate trend.	Steve Bice & Toni Augustus	FY 12 - 16	Computer with spreadsheet program, vendor supplied information and invoices.
2. Determine cause of trend shifts.	Steve Bice & Toni Augustus	FY 12 - 16	Internal reports.
3. Develop and implement operational changes.	Steve Bice & Toni Augustus	FY 12 - 16	Based upon actual trend data reports.
4. Monitor results and take corrective action.	Steve Bice & Toni Augustus	FY 12 - 16	Computer and data reports.

## TRACKING FORM for Action Plan for Office of State Mail Operations

Program: Office of State Mail Operations

**GOAL 2.0:** To utilize resources within state government as well as the private sector to provide quality, cost effective messenger, mail processing and barcoding services.

**Objective 2:1** To maintain barcode reject rate in presorted First Class mail at 9% through June 30, 2016.

**Strategy 2:1:1** To utilize improving equipment and technologies to maintain the address quality of declining volumes of mail submitted for barcoding services.

Person Responsible for Strategy: Steve Bice

Timeframe: FY 12 - 16

Action Plan Steps	Status	Comments
1. Monitor reject rate trend.		
2. Determine cause of trend shifts.		
3. Develop and implement solution.		
4. Monitor results and take corrective action.		

STATUS Codes: **OS**- On Schedule **AOS**-Ahead of Schedule **DL**-Delayed **CAN**-Cancelled **PS**-In Planning Stage

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Office of State Mail Operations

**Objective: 2:1** To maintain barcode reject rate in presorted First Class mail processing at 9% through June 30, 2016.

**Indicator:** Input – total number of presorted 1<sup>st</sup> Class mail pieces that are barcoded.

1. What is the type of the indicator? Input
2. What is the rationale for the indicator? Reject rate for presorted First Class mail measures vendors' effectiveness at qualifying mail for cheaper postage rates using his barcoding equipment and USPS approved software. Total # of pieces of First Class mail submitted for barcoding provides the baseline for computing his effectiveness.
3. What is the source of the indicator? How reliable is the source? Reports from outsource vendor's equipment are generated by USPS approved software.
4. What is the frequency and timing of collection or reporting? OSMO collects the data each month and reports it in LaPAS on a quarterly basis.
5. How is the indicator calculated? Is this a standard calculation? The total number of pieces of presorted First Class mail that reject to higher postage rates / the total number of First Class pieces submitted for barcoding services \* 100.
6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them.
  - "Presorted mail" is mail sorted by its destination's ZIP code that is eligible to be entered into the USPS mail stream at reduced postage rates.
  - "First Class mail" is a USPS category of mail that could contain confidential information.
7. Is the indicator an aggregate or disaggregate figure? This indicator is an aggregate figure that includes mail from all of the agencies submitting mail to OSMO for barcoding service.
8. Who is responsible for data collection, analysis, and quality? OSMO's staff collects the data from the barcode vendor which is then reviewed for accuracy, entered into a spreadsheet, and analyzed to determine if corrective action is required.
9. Does the indicator have limitations or weaknesses? If so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda? The indicator does not include any mail with postage paid by a permit or

any mail metered as Standard mail. The reason this is done is because USPS requirements for mailers to obtain discounted rates include sending a minimum number of pieces with final destination zip codes to the same or similar locations. First Class mail can be co-mingled with other clients' mail to meet this minimum. Mail utilizing a permit or metered at Standard rates cannot be co-mingled with any other mailing to obtain discounted rates. The vendor's equipment can do everything required but must rely on the mailer to provide enough pieces of Permit/Standard mail to meet the minimum volume and ZIP code saturation requirements.

10. How will the indicator be used in management decision making and other agency processes? This indicator provides information used to develop corrective action(s) to decrease the reject rate and improve postage savings for the agencies served.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Office of State Mail Operations

**Objective: 2:1** To maintain barcode reject rate in presorted First Class mail processing at 9% through June 30, 2016.

**Indicator:** Output – total number of presorted 1<sup>st</sup> Class barcoded mail pieces that reject.

1. What is the type of the indicator? Output
2. What is the rationale for the indicator? Reject rate for presorted First Class mail measures vendors' effectiveness at qualifying mail for cheaper postage rates using his barcoding equipment and USPS approved software. Total # of pieces rejected provides the baseline for measurement.
3. What is the source of the indicator? How reliable is the source? Reports from outsource vendors' equipment generated by USPS approved software.
4. What is the frequency and timing of collection or reporting? OSMO reports this data on a YTD basis.
5. How is the indicator calculated? Is this a standard calculation? The number of pieces of presorted First Class mail that reject to higher postage rates / the total number of pieces submitted for barcoding services\*100.
6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them. Presorted mail is mail sorted by ZIP code eligible codes to be entered into the USPS mail stream at reduced postage rates. First Class mail is a USPS category of mail that could contain confidential information.
7. Is the indicator an aggregate or disaggregate figure? This indicator is an aggregate figure that includes mail from all of the agencies submitting mail.
8. Who is responsible for data collection, analysis, and quality? OSMO mail staff collects the data which is then reviewed for accuracy, entered into a spreadsheet and analyzed to determine if corrective action is required.
9. Does the indicator have limitations or weaknesses if so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda? The indicator does not include any mail with postage paid by a permit or any mail metered as Standard mail. The reason this is done is because USPS requirements for mailers to obtain discounted rates include sending a minimum number of pieces with final destination zip codes to the same or similar locations. First Class mail can be co-mingled with other clients' mail to meet this minimum. Mail utilizing a permit or metered at Standard rates cannot be co-mingled with any other mailing to obtain discounted rates. The vendor's equipment can do everything required but must rely on the mailer to provide enough pieces of Permit/Standard mail to meet the minimum volume and ZIP code saturation requirements.

10. How will the indicator be used in management decision making and other agency processes? This indicator provides information used to develop corrective action to decrease the reject rate and improve postage savings for the agencies served.



## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Office of State Mail Operations

**Objective: 2:1** To maintain barcode reject rate in presorted First Class mail processing at 9% through June 30, 2016.

**Indicator:** Efficiency – Percentage of barcode reject rate.

1. What is the type of the indicator? Efficiency and Key
2. What is the rationale for the indicator? Reject rate for presorted First Class mail measures vendors' effectiveness at qualifying mail for cheaper postage rates using his barcoding equipment and USPS approved software. Total # of pieces rejected provides the baseline for measurement. Efficiency compares the two to determine % reject rate.
3. What is the source of the indicator? How reliable is the source? Reports from outsource vendors' equipment generated by USPS approved software.
4. What is the frequency and timing of collection or reporting? OSMO reports this data on a current FY to date basis, summarizes monthly and reports quarterly.
5. How is the indicator calculated? Is this a standard calculation? The number of pieces of presorted First Class mail that reject to higher postage rates compared against the total number of pieces submitted for barcoding services.
6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them. Presorted mail is mail sorted by ZIP code eligible codes to be entered into the USPS mail stream at reduced postage rates. First Class mail is a USPS category of mail that could contain confidential information.
7. Is the indicator an aggregate or disaggregate figure? This indicator is an aggregate figure that includes mail from all of the agencies submitting mail.
8. Who is responsible for data collection, analysis, and quality? OSMO mail staff collects the data which is then reviewed for accuracy, entered into a spreadsheet and analyzed to determine if corrective action is required.
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similar locations. First Class mail can be co-mingled with other clients' mail to meet this minimum. Mail utilizing a permit or metered at Standard rates cannot be co-mingled with any other mailing to obtain discounted rates. The vendor's equipment can do everything required but must rely on the mailer to provide enough pieces of Permit/Standard mail to meet the minimum volume and ZIP code saturation requirements.

10. How will the indicator be used in management decision making and other agency processes? This indicator provides information used to develop corrective action to decrease the reject rate and improve postage savings for the agencies served.

## **STRATEGIC PLANNING PROCESS**

This plan was developed using a/an:

- Review of the data reported to LaPAS for the last 5 years.
- Internal review of OSMO's net income statements for the last three years.
- SWOT Analysis